Transport *for* London

01

MAYOR OF LONDON

Annual report 2000/01

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Each weekday some 4.5 million bus, 3 million Underground, 1 million

Transport *for* London

Transport *for* London (T*f*L), established on 3 July 2000, is London's new integrated transport body.

Its role is to implement the Mayor's Transport Strategy and manage the following transport services and facilities:

- London Buses
- Dial-a-Ride
- Croydon Tramlink
- Docklands Light Railway
- London River Services
- Victoria Coach Station.

T*f*L also:

- manages and maintains a 550km network of London's main roads, manages all traffic lights in Greater London, and takes the lead on London-wide road and traffic policy
- is responsible for regulating the capital's taxi and private hire trades
- helps to co-ordinate schemes for transport users with reduced mobility
- manages London's Transport Museum
- works with the London boroughs to ensure their own transport plans are in line with the Mayor's Transport Strategy, and helps fund those local transport plans.

A number of pre-existing bodies with transport responsibilities were brought together to form T*f*L – parts of London Transport, the Public Carriage Office, Docklands Light Railway, the Traffic Control Systems Unit, the functions of the Traffic Director for London, the part of the Highways Agency that dealt with London's road maintenance and the part of the London Research Centre that conducted accident analysis and traffic surveys. London Underground will become part of T*f*L once an agreement on the future funding and management of the network is reached. T*f*L's all-embracing transport responsibilities provide an unprecedented opportunity to take an integrated approach to providing London with the transport system it needs.

London's transport infrastructure and assets are inadequate and in need of significant investment. London's streets have been poorly maintained and the Underground network is suffering from decades of under-investment. Bus service reliability is hampered by traffic congestion and staff shortages, and by contracts which do not have sufficient focus on quality of service. Much of the bus fleet is still inaccessible to people with disabilities.

T*f*L is committed to making the transformation of London's transport system a reality. It is working hard to identify the full extent of the task which lies ahead and has prepared a firm foundation for transforming London's transport system.

Message from the Mayor

It gives me pleasure to introduce Transport *for* London's first Annual Report, in which we highlight our first steps towards transforming London's entire transport system.

My top priority is improving transport in London. We inherited a crumbling transport infrastructure. The growing congestion on our roads and the resulting pollution, the overcrowding and frequent breakdowns on the Underground, road maintenance and safety, and the reliability and quality of bus and train services all need to be tackled. To help to provide London with the transport system it needs, we have brought in some of the best transport experts in the world, led by Bob Kiley. We are identifying the extent of investment required for London to be an exemplary sustainable world city.

During the year, I developed my Transport Strategy which sets out a ten-year programme of improvements to equip London with a modern and efficient transport system. My goal in developing the strategy was to listen and respond to the needs of Londoners and London's communities and businesses. We will continue to involve our stakeholders in the implementation of the Transport Strategy.

We are doing everything we can to get London on the move, including establishing a safe way forward for managing and funding the Underground. We believe that the government's proposed Public Private Partnership sets the wrong priorities and provides inadequate control over the private contractors working on this essential public asset which

"My goal in developing the Strategy was to listen and respond to

is in urgent need of modernisation and suffering from decades of under-investment. Londoners have a right to a safe and efficient Underground system and we are determined to deliver a value for money solution that will provide a safe, reliable and high quality network. We will continue to use all appropriate means to enforce Londoners' rights in this matter.

All of us at T*f*L recognise the necessity of building successful partnerships to deliver the dramatic improvement needed in London's transport. I want to thank borough councils, business, transport operators, unions, T*f*L staff and our customers for their invaluable contribution in helping us address the challenges we face.

London's public transport network and streets are in need of a vast amount of work. As you can read in this report, we have established the groundwork for change and are working hard to address London's transport crisis.

Ken Livingstone

Mayor of London and Chair of Transport *for* London

Commissioner's review - 'Getting London moving'

London needs a safe, integrated, accessible and efficient transport system to enable it to grow and prosper. Its transport problems harm business efficiency, threaten to undermine the city's competitive position in the world and worsen the quality of life of Londoners.

The task of getting London on the move and transforming the inadequate transport infrastructure that Transport *for* London (T*f*L) inherited is immense. As we highlight in this report on T*f*L's first nine months, we have prepared a firm foundation for addressing London's extensive transport problems. Improvements are already evident in a number of areas.

Establishing T*f*L

T*f*L is composed of a number of operational businesses with long histories of autonomy and during the year we have worked hard to bring them together as an integrated organisation which is focused on transforming London's transport network. We are still working to identify the full extent of work needed to redress years of under-investment in basic infrastructure and provide London with the transport system it needs.

Modernising the Underground, tackling road congestion, improving the quality of bus services, and making London more accessible for pedestrians and people with disabilities are among the many challenges which now lie ahead of us.

Working for all Londoners

The Mayor's Transport Strategy sets out a package of policies and proposals which focus on getting London's entire transport system on the move – increasing efficiency, capacity, accessibility, reliability and quality. The Strategy was developed in close consultation with Londoners, business, commuters and other key stakeholders. Stakeholders will continue to play a key role in our work to provide a transport system which meets the needs of all Londoners.

Transforming London's transport service will not be possible if T*f*L works in

isolation. We are building strong working relationships with the London boroughs, other transport providers, the Metropolitan Police, the City of London Police, the London Development Agency, the London Transport Users Committee and a diverse range of stakeholders. T*f*L's programme of work will complement the wider Greater London Authority agenda for London, and we will explore all opportunities for joint working. We are also working closely with the Strategic Rail Authority to improve and develop London's rail services.

Getting London moving

London's transport problems are complex and deep-rooted. Our priority is to invest in the transport infrastructure and bring it back to a state of good repair.

Some 8.5 million journeys are made on London's public transport network each weekday. Effective management and development of the transport system is essential to meet the growing demand for public transport and to keep London on the move. We already have a number of initiatives in place to improve the reliability of our public transport service. For example, a process for identifying bus performance problems is in place to enable appropriate service improvements to be driven through. We are starting to improve taxi services and their integration with other public transport services, and have also started the regulation process for the private hire trade. Work on piers was our first step towards improving the provision of passenger services on the Thames.

Balancing the competing demands on London's streets is a major challenge and the history of poor road maintenance needs to be addressed. We are working hard to tackle traffic congestion and improve London's streets for pedestrians, cyclists, people with disabilities, passengers using all forms of public transport and drivers. Initiatives include stricter enforcement of bus priority measures and making it easier, safer and more pleasant to walk and cycle.

Making it easier to travel

Transport has a key role to play in tackling social exclusion in London. Since 3 July 2000, as part of our drive to improve accessibility, 830 new low-floor

buses entered service, new bus routes were introduced and Dial-a-Ride services are being reviewed to establish how they can better meet the needs of those who rely on door-to-door services.

Fares are becoming more affordable. Bus and Tramlink fares were frozen in January 2001, while increases on the Underground and Docklands Light Railway were held to match inflation. One Day Travelcards and Bus Passes are now accepted on Night buses. We are also making it easier to buy tickets – the ticket range is being simplified and season tickets can now be bought on the internet.

The Underground

A safe and efficient Underground is essential for London – and improvements to the current system are crucial if London is to retain its status as a world class city. The government's proposed answer to modernising the Underground is its Public Private Partnership (PPP). Extensive analysis convinced me that the proposed contracts are fundamentally flawed. The contract framework of this PPP sets the wrong priorities and would not give London Underground the unified management control necessary to ensure a safe and efficient Underground. Separation of maintenance and operations recreates the failed management scheme that led to major problems on National Rail.

The alternative plan we developed outlines a safer, quicker and cheaper solution. It focuses on safety and service reliability and proposes unified management with clear accountability. We will continue to do everything in our power to establish a safe way forward to modernise the Underground. Once agreement is reached with government, London Underground will become part of T*f*L.

Improving safety and security

The safety and security of the travelling public, our staff and contractors and everyone affected by our activities is of prime importance to us. Several security initiatives are in place. For example,

partnerships are being developed with the boroughs and police to help reduce crime on buses. Wide-ranging road safety measures, covering areas such as child safety programmes and road layout improvements which will help cyclists, pedestrians and other road users, have been initiated. Links have been established with the boroughs and other interested parties to progress them. Safety performance targets for T*f* L's diverse range of activities have been set and progress will be monitored and reported on a regular basis.

Looking forward

To get London moving and equip it to retain its competitive position, we are thoroughly assessing the scope of the work involved and have started to tackle London's transport problems.

In the coming year a number of very real challenges lie ahead of us – such as absorbing London Underground, enforcing bus priority measures, developing details of the congestion charging proposals, regulating the private hire trade, increasing the capacity of the network and improving service performance levels. We are publicly accountable for getting it right.

The Mayor's Transport Strategy provides us with a route map of the way forward and we have prepared the necessary groundwork for addressing the Strategy's priorities efficiently and effectively.

We are looking forward to the real work of transforming transport in London – and making London a better place to work in, live in and visit.

Bob Kiley
Commissioner of Transport

2000/01 at a glance

2000 - July

- TfL established. The Board started its activities with a commitment to open its meetings to the public
- Procedures adopted for progressing equal opportunities policies and stakeholder involvement
- Decision not to provide company car benefits for TfL managers

August

- Internet sales of Travelcards and other season tickets launched - www.transportforlondon.gov.uk (1)

September

- Free admission to London's Transport Museum for accompanied children introduced (2)
- Decision to retain East Thames Buses as a wholly owned subsidiary under new, more effective management

October

- Public inquiry held into the Docklands Light Railway's London City Airport extension (3)
- 'Fish Island Hopper' bus service introduced to provide better access to services and jobs (4)

November

- One Day Travelcard and Bus Pass validity extended to include Night buses
- Bob Kiley appointed as Commissioner of Transport
- New bus link provided between Barnes and Richmond with the introduction of Route 419

December

- Introduction of free travel for volunteers who take guide dogs in training onto public transport (5)
- Westminster Millennium pier opened (6)
- 24 new railcars ordered for Docklands Light Railway to cater for increasing passenger levels (7)

- Passenger journeys increased by 4.5% on buses, by 24% on DLR and
- Nearly 10km of bus lanes and 9km of cycle lanes added
- More

- Completion of a £1.5 million road improvement scheme to reduce accidents at the Fiveways Junction in Barnet (8)

2001 - January

- Bus and Tramlink fares frozen. Underground and Docklands Light Railway fares increased by around 3.3% on average – the smallest increase for years (9)
- Start of the public consultation process on the Mayor's Draft Transport Strategy (10)
- Waltham Cross Bus Station opened providing an interchange between 21 bus routes
- Start of the regulation of the private hire (minicab) trade, with the process to license operators (11)
- Launch of the first free, secure motorcycle parking facility on TfL's road network (12)
- Victoria Coach Station awarded the government's 'Charter Mark' for excellence in public service (13)

February

- New real-time travel information service via mobile phones launched, in partnership with UK mobile and internet information provider Kizoom - http://tflwap.gov.uk (14)
- TV style real-time passenger information system introduced on the Docklands Light Railway (15)
- Four bus services extended or rerouted to serve the Queen Elizabeth II Hospital, Woolwich

March

- Consultation began on the Draft Road Safety Plan
- Safety measures aimed at reducing accidents introduced on the A2 between the Danson and Falconwood junctions in Bexley
- New £4.7 million Turnpike Lane Bus Station opened, boosting public transport in Haringey (16)

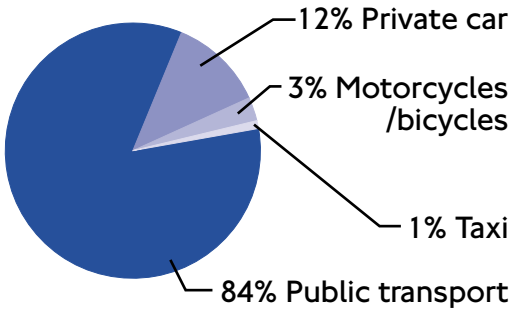
by 3.8 % on Dial-a-Ride • Night bus journeys increased by some 10%
than 86km of roads resurfaced

Fulfilling our role

The creation of Transport *for* London has provided an opportunity to take an integrated approach to addressing London's transport crisis.

Since 31 March 2000 passenger journeys increased by 4.5% on the buses, 3.8% on Dial-a-Ride and 24% on Docklands Light Railway - and some 13.3 million journeys were made during Croydon Tramlink's first year of operation. The traffic volume on London's roads is also increasing. Effective management of our businesses is essential if we are to be able to meet this rising demand and keep London on the move.

Peak travel to central London (am)



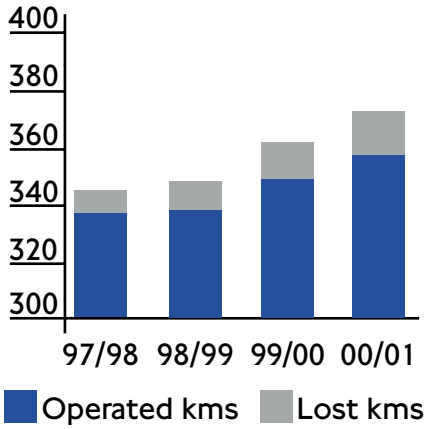
London's buses

London Buses manages bus services in London. It plans routes, specifies service levels and monitors service quality. It is also responsible for bus stations, stops and other support services - and provides paper-based and real-time customer information. The bus services are operated by private operators that work under contract to T*f*L except for a small number of routes run by T*f*L's own operating company, East Thames Buses.

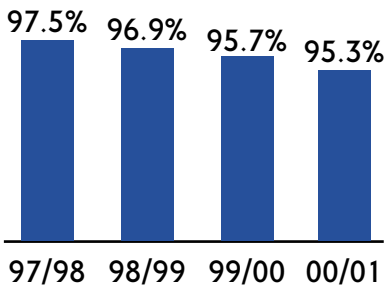
Buses are the main option for increasing public transport capacity in the short-term. Many initiatives are in place to make journeys as reliable, quick, convenient, comfortable and affordable as possible. Rather than following the previous management strategy of reducing operating subsidies, T*f*L is focused on improving bus service and quality. Following a major review of how bus services are secured, a Quality Incentive Contract has been introduced which sanctions bus contractors for not meeting performance targets and rewards them if they deliver better quality. Every weekday 4.5 million journeys are made on London's bus services. More than 1.3 billion journeys were made during 2000/01 - the highest since 1978.

The creation of T*f*L has provided an unprecedented opportunity to

London Buses scheduled and operated kms (millions)



London Buses percentage of scheduled kms operated



Service frequency improved and expansion of the network included services targeted at improving social inclusion and the Night bus network. As a result of increases in the schedule, bus kilometres operated rose from 348 million km in 1999/00 to 357 million km in 2000/01. The percentage of the schedule operated, however, continued a downward trend, mainly due to traffic congestion and staff shortages. To encourage recruitment and retention of bus drivers and conductors, introduction of a T*f*L bonus on top of normal wages was agreed.

By 31 March 2001 45% of bus services were operating with wheelchair-accessible low-floor buses and service levels were the highest since the mid-1960s.

Extension of Automatic Vehicle Location (AVL), the bus location and control management system, will help to improve the reliability of London's bus services. In the last 12 months more than 2,000 buses have been fitted with the system. By 31 March 2002 all buses will use AVL and real-time service control screens will be introduced at all bus garages.

A comfortable waiting environment and good information are important for bus customers. Since 3 July 2000, 950 new bus shelters have been installed (600 of which were at stops previously without a bus shelter) and two-thirds of London's bus stops now have shelters. More than 90% of bus stops now display a location name and direction of travel. Easy-to-understand maps showing all bus services

from the station or interchange concerned have been introduced at 100 locations.

Croydon Tramlink

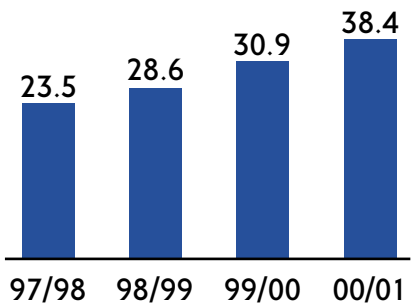
Croydon Tramlink, opened in May 2000, provides an important fully-accessible, environmentally-friendly transport link in south London. In its first year of operation 13.3 million passenger journeys were made. Operated by a concessionaire, it has links to National Rail stations and 55 bus routes. Bus routes complementing the trams were revised to provide a better integrated network.

Docklands Light Railway

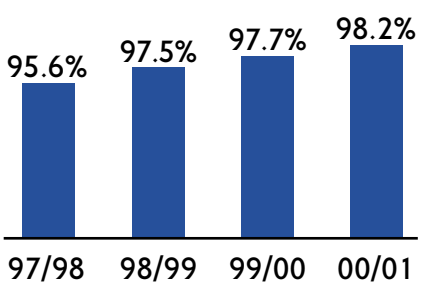
The Docklands Light Railway (DLR), operated by a private sector franchisee, provides an accessible and reliable service, which is playing a key role in the regeneration of Docklands and south east London and is fully integrated with other public transport modes.

Passenger journeys increased by 24% from just under 30.9 million in 1999/00 to 38.4 million in 2000/01, and during the last four years the reliability of the service has improved significantly. The Lewisham extension, the expansion of the Docklands business district and the opening of the new Excel exhibition centre have contributed to increased demand. Twenty-four new light rail vehicles have been ordered to cater for increasing passenger numbers and in anticipation of growth to 60 million passenger journeys by 2005.

Docklands Light Rail passenger journeys (millions)



Docklands Light Rail percent of scheduled kms operated



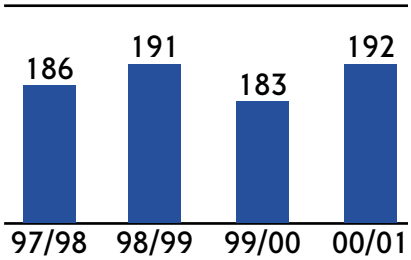
London River Services

London River Services is responsible for the management and operation of eight piers on the Thames and the licensing of boat services using them. Improvements during the year included replacement of Westminster Pier and installation of CCTV systems on the piers.

Victoria Coach Station

Victoria Coach Station is the capital's coach travel 'hub', handling more than 90% of central London's long-distance coach travel. Since 31 March 2000 it handled 191,600 coach departures (143,200 since 3 July 2000) – with disruption on the National Rail network contributing to a rise in passenger numbers and a 4% increase in coach departures for the year. In recognition of its excellence in public service, the station was awarded the government's 'Charter Mark' award for the third time running.

Victoria Coach Station departures (000)



Public Carriage Office

The Public Carriage Office is responsible for regulating the taxi and private hire trades. It is working to improve service availability and quality, and to integrate the services with other transport modes better.

There are some 20,500 taxis and 23,800 taxi drivers licensed in the capital, undertaking an estimated 85 million journeys each year. Regulation of the private hire trade will give Londoners assurance that the trade (ranging from minicabs to chauffeur-driven cars) is a safe, reliable and professional form of public transport. The licensing process for private hire operators is scheduled for completion in October 2001. Preparations were also made for consulting on private hire driver and vehicle licensing.

Tf L Street Management

Tf L Street Management was formed to provide a single entity to run London's main road network and establish a co-ordinated approach to street-based transport initiatives.

It is responsible for operating and improving conditions for all road users on a 550km network of London's main roads – the Transport *for* London Road Network (TLRN). Although comprising less than 5% of the capital's roads, it carries approximately 33% of its traffic. Projects range from maintenance and resurfacing to new bus lanes, cycle lanes and pedestrian crossings.

Tf L Street Management manages and maintains all London's 4,000 sets of traffic lights, as well as street lighting and directional signs on the TLRN. It is also working to improve London's street environment through the introduction of traffic-calming measures and landscaping.

London's roads are suffering from a long history of poor maintenance. A detailed inspection of road conditions is under way to identify the extent of work needed to redress this situation and maintain an appropriate standard of repair in the longer term.

Many initiatives are in place to help balance the competing demands on the capital's streets. London's first Road Safety Plan has been prepared and plans to pedestrianise part of Trafalgar Square were advanced.

The London Bus Initiative's BusPlus scheme is focusing on transforming every aspect of journeys on 27 routes by 2002 – improving 31% of bus passenger journeys. It will involve improving bus priority measures, enforcement of stopping regulations, passenger safety and security, accessibility, provision of information and service levels.

In support of the Mayor's commitment to tackle congestion, a start has been made on developing congestion charging proposals.

A Cycling Centre of Excellence is also being set up to provide better cycling facilities and promote this mode of travel in the capital.

Preserving London's transport heritage

Through its heritage collections and accessible displays, London's Transport Museum provides an insight into the role of transport in the growth and prosperity of London. Since September 2000, accompanied children have been admitted free, resulting in a 150% increase in children visiting the Museum in Covent Garden.

Caring for London's environment

The Mayor's vision is to make London an exemplary sustainable world city by 2010 – and T*f*L has a significant role to play in improving London's environment. Our initiatives to improve public transport and make it easier to walk and cycle will help to encourage a shift from driving.

All new buses have Euro2 engines (the current European Union emissions standard), which are quieter and produce fewer emissions than older engines.

A project to refurbish 30 Routemasters included fitting Euro2 engines and oxidising catalysts to reduce noise and emissions. All buses operated under contract to T*f*L run on ultra-low sulphur diesel, 65% have Euro2 engines and 28% have particulate traps.

Preparations for a trial of zero emission fuel cell buses in 2003 are being made. Means of reducing emissions from taxis are also being explored. T*f*L also adopted a policy of tree planting along suitable parts of the TLRN and will carry out landscaping works as part of many major schemes.

Providing accessible transport for all

Equalities issues are high on our service delivery agenda and we are working with the Greater London Authority and other bodies to reduce social exclusion. In addition to our work to meet the needs of travellers with sensory and learning disabilities or with mobility problems, we are also taking account of gender, ethnic and social inclusion issues.

Passenger trips made on Dial-a-Ride services, funded by T*f*L and provided by six independent companies, increased - with more than 920,000 trips being made since 3 July 2000. A review of Dial-a-Ride services commenced as part of an initiative to develop integrated door-to-door transport for Londoners with disabilities. Discussions with the Association of London Government were initiated to look at ways in which T*f*L might help to deliver a more equitable Taxicard scheme. Disability Awareness training programmes were provided for bus and rail operators' staff.

DLR was London's first fully-accessible transport system. The railcars which have been ordered, and planned refurbishments, will provide even better facilities for wheelchair users and people with hearing and sight difficulties. London's taxis and Croydon Tramlink are also fully-accessible.

Initiatives are in place to make London's streets safer. For pedestrians with sight problems there are tactile rotating cones and audible signals that operate when the "green man" is displayed. Tactile paving aids identification of a safe crossing point.

Working with the London boroughs

London's boroughs have a critical role to play in improving London's transport. They are responsible for 95% of the capital's roads and have urban planning responsibilities and direct links with London's residents and businesses.

During the year we worked closely with the boroughs on the development of bus services. We also started to work with them to secure local transport

improvements for road users and pedestrians. The boroughs prepared Interim Transport Plans as a stepping stone to the Local Implementation Plan system that will be an integral part of delivering the Mayor's Transport Strategy. T*f*L developed a process for allocating and monitoring grant funding to support these proposals.

Developing interchanges

Simple, efficient interchange can help to make a journey as seamless as possible. During the year T*f*L worked on a draft Interchange Plan for London. T*f*L, Railtrack and the Association of Train Operating Companies have made a commitment to work together on the planning and co-ordination of interchanges.

Working with National Rail

National Rail services are used by over 40% of all central London commuters for at least part of their journey, and bring large numbers of visitors to London. The Mayor is not directly responsible for the operation of these services, but a partnership has been established with the Strategic Rail Authority to enable T*f*L to provide input into its franchising process and contribute to the development of a coherent London Metro network.

Extending the transport network

Providing additional capacity is not a luxury. To meet the growing demand for transport and assist regeneration of parts of London, we are expanding the bus network and working on plans for new lines and new modes. This includes extension of the East London line for which a Transport & Works Act inquiry into London Underground's application for southern extensions was held.

The public inquiry into the Docklands Light Railway's London City Airport extension was held in October 2000, and the tender process for construction commenced. The extension, due to open in late 2004, will act as a catalyst for substantial regeneration of the southern Royal Docks, and help bring new jobs, homes and other facilities to the area.

Further Docklands Light Railway extensions are under consideration, including to Woolwich Arsenal (under

the Thames) and to Stratford International (to connect with the Channel Tunnel Rail Link).

We also worked with the Strategic Rail Authority on development of plans for the CrossRail and Hackney-South West schemes, for which the official go-ahead for project definition and design development was granted in May 2001.

Delivering best value

Continuous improvement and economy, efficiency and effectiveness are key considerations in the way we manage our business and develop plans to make the Mayor's Transport Strategy a reality. Under the Local Government Act 1999, T*f*L is designated as a 'best value' authority and in March 2001 we published our first Best Value Performance Plan.

Establishing equality and diversity

A skilled and motivated workforce is essential to implement the wide-ranging objectives of the Mayor's Transport Strategy. We are committed to promoting equal opportunities in recruitment, training and promotion, and to monitoring our performance in this area. To provide the best possible service we are working to attract the very best applicants from the broadest backgrounds to join our workforce, including those who are disabled or from ethnic minorities.

Involving employees

T*f*L's achievements would not have been possible without the involvement of our employees. An active communication programme, which informs staff of the organisation's performance and of developments which affect them, is being established to enable all our staff to contribute to the development of a diverse and inclusive organisation which is able to meet the many demands which lie ahead.

The Mayor's Transport Strategy will

Financial review

Providing London with the safe, efficient, reliable and integrated transport system it needs is an enormous challenge, which it will not be possible to meet without robust financial management.

The Mayor's Transport Strategy will set our agenda for the coming years, and effective management and decision–making structures are essential to make its priorities a reality. Since T*f*L's inception significant progress has been made in developing a financial planning and performance management system which will underpin T*f*L's future activities. Accounting policies differed between predecessor bodies. These have been rationalised and adapted to meet Local Authority accounting requirements. The past year represented a start-up period for T*f*L, with budgets for the organisation effectively being inherited from the predecessor bodies through a process run by the Government Office for London. The budgets allowed for a full year of activity, with the first three months being carried out by predecessor bodies.

Since 3 July 2000 T*f*L spent £720 million, which included £402 million on bus services, £225 million on roads and £29 million on Docklands Light Railway. Transport grant funding was provided by government and the Greater London Authority – and total income from fares, Street Management activities and other services was £369 million.

Funding review (from 3 July 2000)

	£m
Funding requirement	
Sales revenue	369
Expenditure (including £149 million capital investment)	(720)
Finance lease charges net of interest	(13)
	(364)
Working capital movements	32
	(332)
Sources of funding	
Transport grant (government and GLA)	298
Other funding (including third party contributions and other grant funding)	34
	332

Appendix 1 - Transport *for* London - organisation

Transport *for* London (T*f*L) is a statutory corporation established by section 154 of the Greater London Authority Act 1999 (GLA Act 1999). It is an executive arm of the Greater London Authority (GLA) which reports to the Mayor of London. T*f*L has the following operating subsidiaries: London Bus Services Limited, London Buses Limited (East Thames Buses), Victoria Coach Station Limited and Docklands Light Railway Limited.

Ken Livingstone, Mayor of London, chairs T*f*L and appointed 14 members to serve on the T*f*L Board. When T*f*L was established a corporate governance structure was implemented to take it through a period of transition, prior to the appointment of a Commissioner. On 13 March 2001 a new decision-making structure for T*f*L was agreed by the Board.

The Board sets policy, agrees the strategic direction of T*f*L and oversees performance of the executive team which carries out the policies agreed by the Board. Decisions are made within the context of the requirements to implement the Mayor's Strategy, comply with his directions and fulfil its transport duties. Day-to-day operational responsibility and accountability is delegated to the Commissioner, Bob Kiley. He is advised by an Executive Management Group, comprising all the Managing Directors and Directors reporting directly to him.

Appendix 2 - Board members, committees and panels

Board members

Ken Livingstone (Chair)
Professor David Begg
Professor Stephen Glaister
Kirsten Hearn
Mike Hodgkinson
Oli Jackson
Jimmy Knapp (until August 2001)*
Susan Kramer
Professor Robert Lane (resigned May 2001)
Joyce Mamode
Paul Moore
Steve Norris
David Quarmby
Tony West
Dave Wetzel (Vice chair)
Sir Christopher Benson (from May 2001)

Special advisors to the Board:
Bryan Heiser and Lynn Sloman

* died in service

Executive Management Group
Bob Kiley, Commissioner of Transport Ian Brown, Managing Director, Rail Services (from June 2001) Colin Douglas, Director of Communications and Public Affairs (from May 2001) Peter Hendy, Managing Director, Surface Transport Richard Smith, Director of Integration (until October 2001) Michael Swiggs, Director of Corporate Services Derek Turner, Managing Director, Street Management Jay Walder, Managing Director, Finance and Planning

Board committees

These committees are the principal method by which Board members monitor the activities of TfL in key areas and give strategic direction and oversight.

Remuneration committee	Safety, Health & Environment committee	Finance & Audit committee
Provides a mechanism for reviewing remuneration of the Commissioner and Chief Officers.	*Advises the TfL Board on health, safety and environmental policy matters.*	*Scrutinises TfL's financial actions and ensures that appropriate internal controls are in place to monitor and control business risk.*
Ken Livingstone (Chair) Mike Hodgkinson	David Quarmby (Chair) Kirsten Hearn Joyce Mamode (Special advisors: Professor Richard Booth and Stuart Natrass)	Mike Hodgkinson (Chair) Professor Stephen Glaister Oli Jackson Susan Kramer Steve Norris Dave Wetzel

Advisory panels

These panels were set up to enable Board members to provide strategic advice on the development and implementation of policy in TfL to the Commissioner.

Rail Transport Advisory panel	Surface Transport Advisory panel	Street Management Advisory panel
Bob Kiley (Chair) Susan Kramer (Vice chair) Professor David Begg Professor Stephen Glaister Kirsten Hearn David Quarmby Tony West (Special advisor: Bryan Heiser)	Bob Kiley (Chair) Dave Wetzel (Vice chair) Professor David Begg Professor Stephen Glaister Joyce Mamode (Special advisor: Bryan Heiser)	Bob Kiley (Chair) Paul Moore (Vice chair) Professor David Begg Oli Jackson Joyce Mamode (Special advisors: Bryan Heiser and Lynn Sloman)

Appendix 3 - Summary of progress towards the implementation of the Mayor's Transport Strategy

The Mayor's Transport Strategy was developed during the year and, following extensive public consultation, was published in July 2001. T*f*L prepared the groundwork for implementing the Strategy during 2000/01 and, although the Strategy was not in place during the year, a number of T*f*L's early achievements are in line with the priorities highlighted in it. Some of the achievements since 3 July 2000 are outlined below:

Priority A: **'Reducing traffic congestion'**

- Initial consultation on proposals for the introduction of a congestion charging scheme in central London took place. In the light of consultation the proposals are being modified and developed further.
- An enforcement task force, comprising T*f*L, the Metropolitan Police, the London Transport Advisory Group and the Home Office, was set up with a remit to provide a more effective, efficient and co-ordinated enforcement capability on London's roads.
- Enforcement of bus lane and bus stop infringements is being toughened, using additional cameras, CCTV, traffic wardens and parking attendants.

Priority B: **'Overcoming the backlog of investment on the Underground so as to safely increase capacity, reduce overcrowding, and increase both reliability and frequency of services'**

- A safe way forward to modernise the Underground was actively sought.
- An alternative plan to the government's PPP proposals was developed which would deliver a safer, quicker and cheaper solution for transforming London's Underground.

Priority C: **'Making radical improvements to bus services across London, including increasing the bus system's capacity, improving reliability and increasing the frequency of services'**

- Bus kilometres operated reached the highest level since the mid 1960s.
- Reliability measures were introduced on more than 50 bus routes.

- All day or shopping-hours frequencies increased on more than 50 bus routes.
- More than 20 improvements were made to 24-hour services. This included seven new routes, most of which are orbital suburban routes.
- The bus location and control management system, AVL (Automatic Vehicle Location), was introduced on more than 2,000 buses.
- Waltham Cross Bus Station opened, providing interchange between more than 20 bus routes, and Turnpike Lane Bus Station was refurbished.
- Frontline training programmes are being devised to help staff give a better service to their customers.
- The London Bus Initiative (LBI) is aiming to deliver a real change to the quality of London's bus service. Work has started on improving all aspects of 27 key bus routes, which will improve 31% of bus passenger journeys.
- Nearly 10km of new bus lanes were introduced to aid the flow of buses through traffic.
- A top-level task force is addressing route performance and reliability.
- Following a major review of how bus services are secured, a new type of contract has been introduced which sanctions operators who do not meet performance targets and rewards those who deliver better quality.
- The bus network complementing Tramlink was revised to provide a better integrated network.

Priority D: 'Better integration of the National Rail system with London's other transport systems to facilitate commuting, reduce overcrowding, increase safety and move towards a Londonwide, high frequency, 'turn up and go' Metro service'

- A partnership has been established with the Strategic Rail Authority (SRA) so that T*f*L can provide input into the SRA's franchising process to develop a London Metro system with better service frequency, standards for station facilities, facilities for mobility-impaired people and the development of increased capacity on radial and tangential routes.

Priority E: 'Increasing the overall capacity of London's transport systems by promoting: major new cross-London rail links including improving access to international transport facilities; improved orbital rail links in inner London; and new Thames river crossings in east London'

- Participated in the Strategic Rail Authority's East-West Study (resulting in the official project definition and design development go-ahead for the CrossRail and Hackney-South West schemes being granted in May 2001, which will provide a significant increase to London's transport system).
- A number of proposals for added capacity to meet growing demand and to assist regeneration of parts of London, including Thames Gateway, are being developed.
- Significant progress was made on developing the Thames Gateway River Crossings proposals, including a possible DLR extension to Woolwich Arsenal (under the Thames).
- A public inquiry was held into the DLR's London City Airport extension, and the tender process for construction has commenced.
- An additional 24 DLR railcars were ordered in preparation for increasing passenger numbers and the future growth of the system.
- Work continued on proposals for extending the East London line and a Transport and Works Act inquiry was held into London Underground's application for southern extensions. Development of the project to become a key part of an inner orbital network and the design of enhanced interchanges on the proposed routes commenced.
- Four Intermediate Mode Schemes were examined (considering light rail, trolleybus and guided bus technologies), with public consultation due to take place in 2001.

Priority F: 'Improving journey time reliability for car users, which will particularly benefit outer London where car use dominates, whilst reducing car dependency by increasing travel choice'

- Organisations involved in road safety were consulted on the Draft Road Safety Plan. The plan is in line with the national road accident reduction targets, and has three key themes to reduce casualties: safety through partnership, managing speeds and protecting vulnerable road users (children, pedestrians, cyclists and users of powered two-wheeled vehicles).
- The £1.5 million Fiveways Junction improvement scheme (where the A1/A41/M1 flyovers meet) was completed, improving safety at a previous accident hotspot.
- Safety measures aimed at reducing accidents on the A2 between the Danson and Falconwood junctions in Bexley were introduced, including a new lower 50mph speed limit.

Priority G: 'Supporting local transport initiatives, including improved access to town centres and regeneration areas, walking and cycling schemes, safer routes to school, road safety improvements, better maintenance of roads and bridges, and improved co-ordination of streetworks'

- Relationships are being developed with the boroughs to secure local transport improvements for road users, including pedestrians, cyclists and people with disabilities.
- The boroughs prepared Interim Transport Plans as a stepping stone to the local implementation plan system that will be an integral part of delivering the Mayor's Transport Strategy. T*f*L developed a process for allocating and monitoring the grant funding regime for 2001/02, and £110 million was released for borough proposals which support the Mayor's transport priorities. Schemes awarded grants include those which will benefit bus passengers, people with disabilities, pedestrians and cyclists, improve road safety and reduce congestion.
- Provided transport advice for a number of major land use and development proposals e.g. relocation of Arsenal Football Club and development of the Greenwich peninsula.

- Provided support and help in the development of sub-regional working and business partnerships, and provided co-ordinated responses to boroughs which are producing land use plans.
- A Cycling Centre of Excellence is being set up to help provide better cycling facilities and promote cycling in the capital.
- Nearly 9kms of cycle lanes, 88 cycle advance stop lines and 190 cycle stands were introduced.
- The first of a network of free, secure motorcycle parking bays on the TLRN (Transport *for* London Road Network) was provided.

Priority H: 'Making the distribution of goods and services in London more reliable, sustainable and efficient, whilst minimising negative environmental impacts'

- Essential maintenance and safety improvements were carried out on the A4 Hammersmith Flyover, the A205 Kew Bridge and the A1 Holloway Bridge.
- Safety and maintenance work on two flyovers on the TLRN started in January 2001 - the A40 at Westway and the A406 at Staples Corner. The A406 flyover work includes bridge deck waterproofing, a completely resurfaced carriageway, better lighting along the central reserve and a new central reserve safety fence.
- A Freight Quality Partnerships in London seminar was held, at which T*f*L, government, local authorities and the business sector were represented.
- T*f*L contributed to the Freight Working Group set up by the GLA to provide more detailed input to the Transport Strategy. This work has led to the development of the concept for the London Sustainable Distribution Partnership, which will be led by T*f*L.

Priority I: 'Improving the accessibility of London's transport system so that everyone, regardless of disability, can enjoy the benefits of living in, working in and visiting the capital, thus improving social inclusion'

- 830 new low-floor buses were introduced, over 60% of which were double-deckers. By 31 March 2001 nearly half of London Buses' services were operating with wheelchair-accessible low-floor vehicles.
- A review of Dial-a-Ride services was initiated to consider opportunities for improved provision of door-to-door transport for mobility-impaired Londoners.
- Discussions with the Association of London Government (ALG) were initiated to look at ways in which T*f*L might help to deliver a more equitable Taxicard scheme.
- Plans are being developed for the introduction of disability equality and customer care training programmes for staff employed by T*f*L service providers.
- Various means of improving bus stop infrastructure to provide easy access were included in guidelines issued to Highway Authorities.
- New bus routes were introduced to aid social inclusion e.g. the 'Fish Island Hopper' bus service 339 in east London.
- The scope for improved bus design, including more standard layouts, is being investigated as a means of assisting mobility-impaired passengers.

Priority J: 'Bringing forward new integration initiatives to: provide integrated, simple and affordable public transport fares; improve key interchanges; enhance safety and security across all means of travel; ensure that taxis and private hire vehicles are improved and fully incorporated into London's transport system; and provide much better information and waiting environments'

- Fares initiatives were introduced to make public transport more attractive. Bus and Tramlink fares were frozen in January 2001, while Underground and Docklands Light Railway fares were increased in line with inflation, by around 3.3% on average – the smallest increase for many years and a fares freeze in real terms. The range of Docklands Light Railway-only tickets was simplified to four types (from 15).

- Validity of One Day Travelcards and Bus Passes was extended to include Night buses.
- Plans were developed to introduce free off-peak travel for groups of school children visiting cultural attractions and to extend the discounted season ticket travel scheme for students over the summer months.
- Season tickets can now be bought on the internet, making ticket purchase easy and convenient.
- A draft Interchange Plan for London is being developed.
- Best Practice Guidelines for Intermodal Transport Interchanges in London were developed. In them T*f*L, Railtrack and the Association of Train Operating Companies have made a commitment to work together on the planning and co-ordination of interchanges.
- The Countdown real-time passenger information system continued to be introduced in Kingston, Lambeth, Sutton, Croydon, Edgware Road and Wandsworth and on some of the 27 London Bus Initiative routes. It now operates at more than 1,000 bus stops.
- The private hire licensing programme, to enhance safety of private hire (minicab) operations, began with initiating the process for licensing private hire operators.
- A review of taxi ranks has been initiated to assess their proximity to sources of demand, safety for vulnerable people, accessibility for those with disabilities and integration with other modes of transport – particularly at interchanges.
- The Travel Information Call Centre now offers a service for National Rail routing and timetable information on all journeys beginning or ending in London.
- A works programme to identify improvements required to meet women's travel needs was introduced.

Appendix 4 - Financial assistance

Transport *for* London may give financial assistance to any body or person in respect of expenditure incurred or to be incurred by that body or person in doing anything which, in the opinion of T*f*L, is conducive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London.

Financial assistance given under section 159 of the GLA Act 1999 is outlined below:

Financial assistance (from 3 July 2000)

	£ 000
Subsidiaries	
Transport Trading Limited	6,008
London Bus Services Limited	66,159
Docklands Light Railway Limited	27,640
Victoria Coach Station Limited	-
London River Services Limited	928
London Buses Limited	-
	100,735
Other	
Hungerford Bridge	4,000
Total	104,735

Appendix 5 - Guarantees, arrangements and indemnities

T*f*L gave a guarantee in favour of HSBC Bank plc, under section 160(1) of the GLA Act 1999. No arrangements were entered into with another person under which that person gives a guarantee which T*f*L has power to give under section 160(4) and no indemnities associated with guarantees were given by virtue of section 160(5) of the GLA Act 1999.

Guarantees, arrangements and indemnities

Guarantees Section 160(1)	Guarantee in favour of HSBC Bank plc to secure short-term borrowing
Arrangements Section 160(4)	None
Indemnities Section 160(5)	None

Appendix 6

Group assets (as at 31 March 2001)

	Number
Railway cars	70
Track (kilometres)	58
Railway stations	34
Bridges and viaducts	515
Roads (kilometres)	550
Car ferries	3
Buses	353
Bus stations and stands	86
Bus shelters	7,262*
Piers	8

*Additional shelters are owned by private companies

Appendix 7

Peak travel into central London

0700 - 1000 Autumn 2000	Passengers (000s) 2000	Passengers (000s) 1999	% of public transport	% of all transport
All Underground	568	555	60	51
less National Rail/DLR onwards	(190)	(201)	(20)	(17)
Underground only	378	354	40	34
National Rail/DLR	476	468	51	42
London Buses	73	68	8	7
Coaches & minibuses	15	15	1	1
Public transport	942	905	100	84
Private car	136	135		12
Motorcycles/bicycles	29	27		3
Taxi	8	8		1
	1,115	1,075		100

Appendix 8

Employee numbers (as at 31 March 2001)

Permanent employees (including those on contract)	2,131
Agency staff	384

(When London Underground is incorporated TfL will have responsibility for some 13,000 additional employees)

TfL is committed to promoting equal opportunities in all areas of employment, including recruitment, training and promotion. It values the diversity which exists in the capital and is aspiring to reflect this in the workforce.

Appendix 9

Sales revenue and net operating expenditure (from 3 July 2000)

	Sales revenue £m	Net operating expenditure £m
TfL		
Street Management	11.0	(106.4)
Taxi licensing	2.0	(0.8)
Transport planning and corporate management	0.7	(21.7)
	13.7	(128.9)
Subsidiary operations		
Bus operations	335.3	(56.8)
Rail operations	6.7	(24.1)
Victoria Coach Station	5.0	1.1
Museum	2.4	(1.9)
River Services	1.1	(0.1)
Group services	4.3	(2.8)
Dial-a-Ride	-	(8.4)
	354.8	(93.0)
Group	368.5	(221.9)
Comprising:		
Fares revenue	330.5	
Other revenue★	38.0	
	368.5	

★ Includes charges to London boroughs and transport operators, commercial advertising receipts, rents, museum income and taxi licensing

Appendix 10

Performance statistics

		1999/00	2000/01 full year	2000/01 since 3 July
London Buses				
Low frequency routes – departing on time	%	67.8	67.7	67.4
Frequent routes – actual waiting time	mins	6.7	6.8	6.8
Frequent routes – excess waiting time	mins	2.1	2.2	2.2
Scheduled kilometres operated before traffic congestion	%	97.5	97.4	97.4
Scheduled kilometres operated after traffic congestion	%	95.7	95.3	95.3
Customer satisfaction – overall	%	30.5	30.9	30.7★
Night bus services – departing on time	%	70.1	71.6	72.0
Docklands Light Railway				
Scheduled kilometres operated (base service departure – proportion of minimum contracted journeys)	%	97.7	98.2	98.1
Adherence to advertised schedule	%	93.7	96.2	96.4
Customer satisfaction	%	85	90	90
Dial-a-Ride				
Punctuality of Dial-a-Ride bus arrivals – customer satisfaction	%	93	93	93
Croydon Tramlink				
Customer satisfaction - overall	%	N/A	68.6	67.4★
Per cent of schedule operated	%	N/A	98.5	99.0
Victoria Coach Station				
Customer satisfaction – overall	%	25.3	21.9	20.6★
Travel Information Call Centre				
Ease of reaching - customer satisfaction	%	77	79	79
Helpfulness of operator – customer satisfaction	%	92	92	91

★ Customer satisfaction shows % scoring 9 or 10 out of 10

Appendix 11

Operating statistics

	1999/00	2000/01 full year	2000/01 since 3 July
London Buses			
Kilometres operated before traffic congestion (millions)	354.2	364.8	273.3
Kilometres operated after traffic congestion (millions)	347.7	357.0	267.2
Passenger journeys (millions)	1,296	1,354	1,020
Street Management			
People killed/seriously injured on TLRN roads	1,576	1,653	1,236
People slightly injured on TLRN roads	10,873	11,038	8,300
Docklands Light Railway			
Passenger journeys (000s)	30,900	38,380	29,520
Dial-a-Ride			
Passenger journeys (000s)	1,178	1,223	920
Croydon Tramlink			
Passenger journeys (000s)	-	13,290	11,540
Victoria Coach Station			
Number of coach departures (000s)	183.0	191.6	143.2
London River Services			
Passenger journeys (000s)	1,500	1,915	1,263

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MAYOR OF LONDON

Transport *for* London